



DEFENSE TRAVEL MANAGEMENT OFFICE



Defense Travel Management Office FY 2010 – FY 2011 Strategic Plan

October 2009

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1. Introduction

The Defense Travel Management Office (DTMO) consolidates, streamlines and centrally manages commercial travel, providing a single focal point to the Department of Defense (DoD) and industry. This "single face" ensures consistency in the Department's focus, policy and execution, marking a new era in government travel. DTMO is focused on transforming the Defense Travel Enterprise by implementing innovative solutions and providing the best value for the travel community.

This plan provides a framework for executing the strategies, programs, and projects related to managing the DoD Travel Enterprise.

2. DTMO Overview

2.1 Background

The Department established the DTMO in February 2006 to serve as the single focal point for commercial travel within DoD. Prior to the establishment of the DTMO, several disparate, stove-piped programs governed travel policy, regulations and directives, yet no "single face" for commercial travel existed within the Department. Senior DoD leadership recognized the need to streamline and consolidate the various pieces of this multi-billion dollar travel enterprise. In response, the Deputy Secretary of the Defense directed the consolidation, reorganization, and central management of commercial travel for the DoD under the Office of the Under Secretary of Defense for Personnel and Readiness (OUSD, P&R).

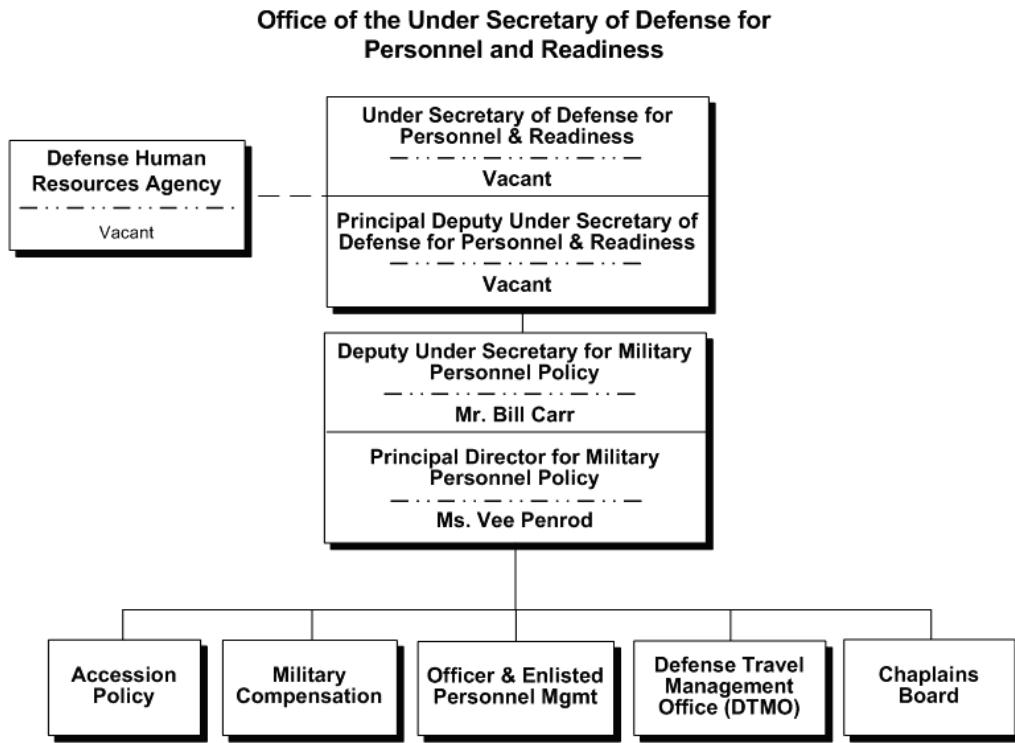
By consolidating functions under one organization, the Department is able to standardize management practices, leverage economies of scale, reduce administrative costs, and work towards a common set of goals.

The DTMO maintains central oversight for:

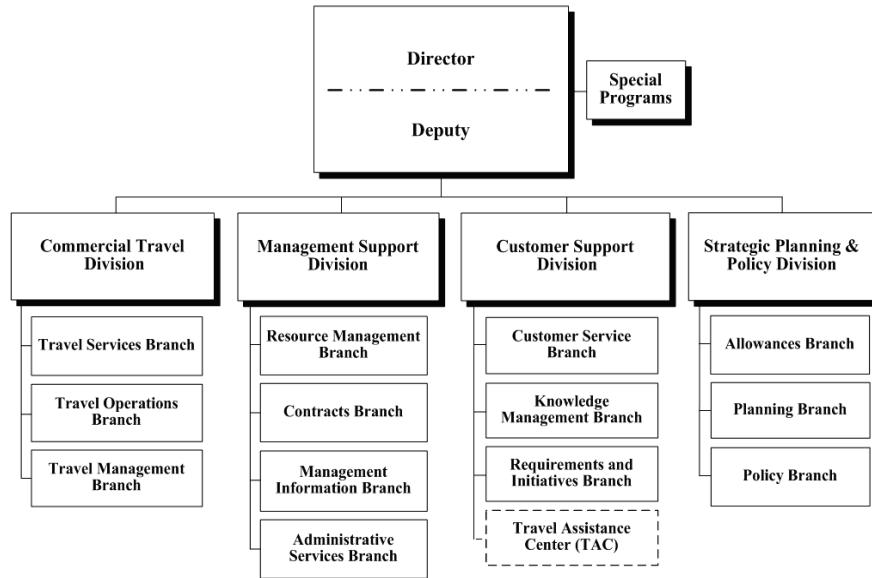
- Commercial Travel Management
- Travel Policy and Implementation
- Customer Support and Training
- DoD Travel Charge Card Program Management
- Functional Oversight for the Defense Travel System (DTS)
- Allowance and Entitlement Program Management

2.2 Organization

The DTMO is organized within the OUSD, P&R and receives direct oversight from Military Personnel Policy (MPP). The USD, P&R is the principal staff assistant and advisor to the Secretary and Deputy Secretary of Defense for Total Force Management as it relates to readiness; National Guard and Reserve components; health affairs; training; and personnel requirements and management, including equal opportunity, morale, welfare, recreation, and quality of life matters. MPP ensures military personnel policies and programs support the Services and Unified Commands in accomplishing their assigned missions, contributing to the long-term well-being of the Armed Forces and their military members.



The DTMO organization includes the Office of the Director and four divisions: Commercial Travel Division, Management Support Division, Customer Support Division, and Strategic Planning and Policy Division.



The Commercial Travel Division (CTD) serves as the primary interface with the travel industry, acquires and manages Commercial Travel Office (CTO) services for DoD worldwide; manages the U.S. Government Car and Truck Rental Program, the Recruit Travel and Assistance Program, and the Military Bus Program; and serves as the DoD customer interface for GSA's City Pair Program.

The Management Support Division (MSD) is responsible for managing DTMO resources. MSD coordinates budgeting and tracks budget execution; purchases goods and services; administers support services contracts; manages human resources, providing administrative services for the DTMO workforce; provides physical security and property control; and manages DTMO information technology resources. IT support includes network administration and security; internal and external website development and maintenance; internal and external web application development; and the planning, deployment, and maintenance of the DTMO's Enterprise Architecture.

The Customer Support Division (CSD) is responsible for requirements analysis and management, managing the Government Travel Charge Card Program for DoD, developing training resources, and managing the Customer Satisfaction Program. In addition, CSD oversees the Travel Assistance Center (TAC) that provides 24/7 travel assistance to the DoD travel community.

The Strategic Planning and Policy Division (SPP) is responsible for developing and executing strategy, performance management, providing strategic communications, reviewing and transforming travel policy, and analyzing and setting allowances.

2.3 Guiding Principles

The following guiding principles serve as the foundation in every action taken and every decision made impacting the Defense Travel Enterprise. These principles underlie our work, determining which strategies we employ to fulfill our mission.

Trust the Traveler. Official travel is essential for DoD to execute its mission. The trust placed in travelers to accomplish their missions must be maintained throughout the travel life-cycle. Our business practices reflect confidence in the traveler's and commander's ability to make responsible decisions and ensure that the traveler is well served.

Travel Accountability. Travel related costs represent a significant investment. DTMO will ensure that accountability is built into the system so that dollars are spent wisely. Investments made to improve the travel enterprise must be measurable and cost effective.

Results-Oriented Innovation. DTMO serves as the leader for sponsoring and executing change across the travel enterprise. Our charge is to rethink the way we do business, identify industry best practices, and develop innovative solutions to meet mission requirements. Transformation is an ongoing process; DTMO's focus is on achieving measurable results so that value can be demonstrated.

World-Class Travel Management. DTMO applies industry and Government "best practices" to ensure the efficiency and effectiveness of the Defense Travel Enterprise and to demonstrate results to our stakeholders.

Simple Travel Solutions. Simplifying the travel process is a key element of DTMO's transformation strategy. Complex rules and processes must be streamlined and mission outcome must drive decisions.

3. The Strategic Environment

The DTMO Strategic Plan is aligned with the Department's Strategic Management Plan, the P&R Strategic Plan, and the Military Personnel Policy Strategic Focus.

4. DTMO Strategy

4.1 Strategic Planning Structure

The framework for the strategic plan provides a clear way ahead for the Defense Travel Enterprise and the road map for accomplishing DTMO's mission and realizing its vision. The basic structure is in an easy to follow hierarchical format that aligns DTMO business activities to the mission, vision and strategy, improves internal and external communications, and enables monitoring organization performance against strategic goals:



- Mission. Specifies DTMO's purpose and why the organization exists.
- Vision. Defines desired future state.
- Strategic Goals. Areas in which DTMO must excel to achieve and deliver value to its customers. Each strategic goal is supported by a group of strategic objectives.
- Strategic Objectives. Measurable building blocks within the framework which define DTMO's intent.
- Initiatives. Specific projects ensuring progress is made in accomplishing each objective over the next 18 – 24 months. Initiatives translate strategy into operational terms.

4.2 Mission and Vision

Mission

Serve as the single focal point for commercial travel within the Department of Defense. Establish strategic direction, set policy, and centrally manage commercial travel programs.

Vision

Reshaping the Defense Travel Enterprise through Results-Oriented Innovation.

4.3 Strategic Goals, Strategic Objectives, and Initiatives

Strategic Goals

- Balance Customer and Stakeholder Satisfaction
- Serve as the DoD Center for Travel Excellence
- Manage the DoD Travel Enterprise

Each goal has its own set of objectives and initiatives that DTMO will use to measure its overall success in serving the travel community. The lead division designation provides accountability/responsibility for each initiative.

4.3.1 STRATEGIC GOAL 1: BALANCE CUSTOMER AND STAKEHOLDER SATISFACTION

Deliver quality services and choices; assess customer satisfaction and concerns to improve and prioritize changes; provide the Department with the best value and accountability for its dollar.

Strategic Objective: Ensure Cost-Effectiveness of the Travel Enterprise

As the single focal point for commercial travel within the DoD, DTMO will examine and track travel expenditures and program costs, and implement process efficiencies to achieve cost savings and best value to the traveler and taxpayer.

Initiative: *Analyze and Report DoD Travel Spend* (Lead: SPP). The Department obligated \$10.4 billion in travel spend in Fiscal Year 2008. Systematic analysis of this spending is the key to understanding, managing, and reducing the costs of DoD travel. The consolidation of travel data provides the capability to develop and leverage the business intelligence required to produce greater efficiency and effectiveness across the Defense Travel Enterprise. Business intelligence is crucial for negotiating contracts with commercial travel vendors to ensure the greatest value for the Department and the taxpayers.

This initiative will take advantage of DTMO's progress in managing a single source of travel data. The ability to capture, analyze, and act on relevant travel data will enable DTMO to effectively support DoD decision-makers and to respond cogently to inquiries from both internal and external stakeholders.

Initiative: *Improve Management of Centrally Billed Accounts* (Lead: CSD). The Defense Travel System (DTS) processes the payment of invoices received from a Charge Card Vendor (CCV). When the charges are billed against a Centrally Billed Account (CBA), the CBA Reconciliation module provides a tool to allow an authorized user, usually a CBA Specialist, to reconcile the transactions on the CCV invoice with the traveler's DTS trip document. Reconciliation means the invoice transactions are matched to the corresponding trip document item, or, if the item cannot be matched, the item must be resolved in some other way. While the DTS Reconciliation Module has improved CBA management and helped the Department to avoid the costs of DFAS billing rates, managing CBA accounts is still a complex, time-consuming process. The DTS CBA Reconciliation Manual itself is a, 235-page document. The DTMO will seek ways to streamline the CBA reconciliation process and improve the overall management of CBA accounts.

Strategic Objective: Determine Fair and Equitable Allowances for the Total Force

Utilize accurate, timely, and comprehensive economic data to provide uniformed service members with fair and equitable compensation for all allowances authorized pursuant to Title 37, United States Code, other applicable laws, and decisions of the Comptroller General of the United States.

Initiative: *Automate Allowance Survey Instruments* (Lead: SPP). DTMO is responsible for conducting the economic analysis required to determine the allowance rates for programs such as Basic Allowance for Housing (BAH), Continental U.S. Cost of Living Allowance (CONUS COLA), Outside Continental U.S. Cost of Living Allowance (OCONUS COLA), and the Overseas Housing Allowance (OHA). In addition, DTMO coordinates with GSA and the State Department to establish per diem rates for OCONUS locations. Current survey instruments are largely time-consuming, manual processes. DTMO will convert allowance survey instruments from manual capture to innovative automated solutions.

Strategic Objective: Manage and Respond to Customer Demand for Products and Services

Pursue innovative ways to capture, assess, and act on customer needs; providing user-friendly, value-added travel products and services to DoD travel stakeholders.

Initiative: *Conduct a Customer Needs Assessment– FY2011 Start* (Lead: CSD). As a first step, DTMO will identify our customers by segment, understand their reasons for/modes of travel, assess their level of satisfaction with current offerings, and gather their requirements to drive the development of new solutions, provide alternative services, or guide policy changes and other travel management decisions.

Initiative: *Expand Customer Satisfaction Program* (Lead: CSD). Develop and conduct a statistically valid, annual customer survey that comprehensively measures customer satisfaction across the enterprise's products, services, processes, technologies, etc. and identifies potential areas of concern.

Initiative: *Establish a Conference Management Program* (Lead: CSD). DTMO staff attend various conferences throughout the year. DTMO will establish a formal Conference Management Program that considers organizational and stakeholder needs and priorities, is consistent with our communications and outreach strategy, and maximizes available resources.

Initiative: *Determine Requirements and Explore Feasibility of Implementing Additional Travel Support Services* (Lead: CTD). DTMO will measure the interest, demand, and viability for an Executive Travel Desk, a DoD Lodging Program, parking options, and other additional travel support services.

Strategic Objective: Provide Comprehensive 24/7 Travel Assistance

Operate a DoD Travel Assistance Center (TAC) to provide complete customer service support for the Defense traveler before, during and after travel.

Initiative: *Transfer Knowledge of Regulatory Implementation & Allowances to the Travel Assistance Center* (Lead: SPP). Expand the capability of the TAC to include assistance with questions related to the regulatory implementation of travel, transportation, and other authorized allowances.

4.3.2 STRATEGIC GOAL 2: SERVE AS THE DoD CENTER FOR TRAVEL EXCELLENCE

As the DoD Center for Travel Excellence, DTMO will set strategic direction, develop enterprise-wide capabilities, and promote collaboration to drive results and make improvements throughout the Defense Travel Enterprise.

Strategic Objective: Set Strategic Direction for Commercial Travel

Develop and implement strategy to accomplish the DTMO mission and realize the vision of “Reshaping the Defense Travel Enterprise through Results-Oriented Innovation.”

Initiative: *Develop a Strategy for the Next Generation of DoD Travel Services* (Lead: SPP). Partner with the Business Transformation Agency (BTA) to determine the best strategy and course of action for providing travel services in the future. Explore innovations and leading practices within the travel industry and identify a practical and cost-conscious roadmap to transform the DoD Travel Enterprise.

Initiative: *Institutionalize DTMO through the Issuance of a DoD Directive or Initiative* (Lead: SPP). Establish DTMO as an organization fully integrated into DoD issuances and key processes (e.g., Planning, Programming, Budgeting and Execution). Additionally, this initiative will help facilitate an understanding of DTMO’s mission and vision to DoD leadership and stakeholders.

Strategic Objective: Transform Travel Policy and Processes

Transform travel policy to be simple, efficient, relevant, and flexible; simplify travel rules for the traveler, reduce outlays for the Department, leverage travel industry capabilities, and increase mission flexibility for leaders.

Initiative: *Develop and Execute a Comprehensive Plan to Simplify Defense Travel Policy* (Lead: SPP). In order to transform and simplify travel policy DTMO will develop a plan to overhaul current law to enable real policy simplification and reform. A well-crafted plan will enable incremental change to reform travel allowances; consolidate travel types and business rules; reform administrative policies and procedures that burden DoD travelers today; and reform policies and processes that intersect with and impact on DoD travel (e.g. Government Travel Charge Card, restricted fares, green travel).

Strategic Objective: Track Travel Policy Compliance

Establish a DoD-wide program to monitor compliance with travel policy. The intent of the compliance program is to verify adherence to selected key policies, ensure areas of interest identified by audit agencies (e.g., GAO) are fixed, and identify areas where additional policy training is required.

Compliance will encompass all areas of commercial travel (e.g., business, deployment, special category)

across the enterprise, to include travel managers, commercial travel agents, authorizing officials, and travelers.

Initiative: Develop a Compliance Program Framework (Lead: SPP). As a first step to implementing a Travel Policy Compliance Program, DTMO will develop a compliance framework that will enable the tracking of progress, facilitate corrective action, and help drive compliance by changing behavior at the point-of-sale.

Strategic Objective: Develop a Knowledgeable Travel Community

Provide the travel community with the resources to enhance the use of automated travel tools and to increase understanding of, and compliance with, DoD travel policy.

Initiative: Develop Training Resources to Support New DTS Functionality (Lead: CSD). As DTS functionality expands to include additional travel types, DTMO will develop e-learning resources, reference materials, and instructor tools to facilitate training of the DoD travel community.

Initiative: Plan and Conduct Travel Seminars (Lead: CSD). DTMO will develop a knowledge-sharing strategy and action plan to conduct travel seminars that meet the educational and professional development needs of the DoD travel community.

Strategic Objective: Optimize Travel Enablers

Acquire, develop, and maintain technology solutions that will assist DoD to operate more effectively and efficiently, delivering improved travel products and services to customers and stakeholders.

Initiative: Transition DTS to Full Operational Capability (Lead: CSD). DTMO will partner with BTA and PMO-DTS to meet the requirements of Full Operational Capability for DTS.

Initiative: Collaborate with the Business Transformation Agency and PMO-DTS to Determine DTS Operations and Sustainment (O&S) Acquisition Strategy (Lead: MSD). DTMO will partner with the BTA and Program Management Office – Defense Travel System (PMO-DTS) in the development of an O&S acquisition strategy that meets the needs of the Defense Travel Enterprise.

Initiative: Integrate Stakeholders and Functions Required to Deploy New DTS Functionality (Lead: CSD). DTMO will lead Integrated Process Teams to facilitate the deployment of increased DTS functionality across the Defense Travel Enterprise.

4.3.3 STRATEGIC GOAL 3: MANAGE THE DoD TRAVEL ENTERPRISE

DTMO will lead efforts to transform the Defense Travel Enterprise using a business approach to deliver effective and efficient travel solutions.

Strategic Objective: Apply Best Practices and Leverage Partnerships with Industry and Other Federal Agencies

Attain an in-depth perspective of the travel industry and other Government agency travel initiatives to determine best practices and standards for DoD travel. Establish clear, continuous, and open communication, and dialogue with travel partners to exchange ideas and develop mutually acceptable solutions.

Initiative: *Monitor Performance and Enhance Reporting for Car/Truck and Military Bus Programs, Premium Class Travel, Unused Tickets and CTO Services* (Lead: CTD). Apply best practices and partner with vendors and DoD travel stakeholders to improve quality assurance and oversight of managed travel programs.

Initiative: *Update and Enhance Car Rental and Military Bus Agreements* (Lead: CTD). DTMO will review and update vendor agreements to improve quality assurance and oversight of these travel programs and to ensure customer needs are being met.

Initiative: *Consolidate and Streamline DoD Requirements for Acquiring CTO Services Worldwide* (Lead: CTD). DTMO will continue to consolidate and streamline CTO services by coordinating a Small Business Set-Aside procurement strategy and solicitation and implementing worldwide contracts that standardize CTO requirements, implement quality performance measures, and reduce the contract administrative costs.

Initiative: *Develop and Execute a Plan to Realign Contract Management* (Lead: MSD). DTMO will consolidate and streamline its management of service support contracts to create efficiencies and reduce administrative costs.

Initiative: *Plan and Conduct Government Travel Charge Card Pilots* (Lead: CSD). DTMO will identify, plan, lead, and implement pilot programs to test the viability of industry best practices with regard to management of the Government Travel Charge Card Program.

Initiative: *Implement an Enterprise Content Management System* (Lead: MSD). DTMO will transition to an Enterprise Content Management (ECM) system for the purpose of managing the capture, storage, security, revision control, retrieval, distribution, preservation and destruction of documents and multimedia content imported into or generated from within the organization. The ECM system will allow the DTMO to manage content more effectively, thereby enhancing its ability to meet business goals and serve its customers.

Strategic Objective: Develop a Decision Support Capability

Develop a web-based, interactive capability to support business and organizational decision-making, enabling Defense Travel Enterprise leaders to synthesize actionable information, identify and solve problems, and make timely decisions.

Initiative: *Expand and Manage a Single Source for Travel Data* (Lead: MSD). DTMO will manage an IT solution that captures all necessary DoD commercial travel data to create and leverage the business intelligence required to produce greater efficiency and effectiveness across the Defense Travel Enterprise.

Initiative: *Develop Enterprise-wide Dashboards to Support Executive-Level Decision-Making* (Lead: SPP). DTMO will develop performance dashboards to facilitate executive level decision-making and increase stakeholder understanding of issues of strategic importance to the Defense Travel Enterprise. The dashboard, integral to the DTMO performance management framework, will display high-level summary data allowing the user to drill down for more detailed information.

Strategic Objective: Improve Human Capital Management Practices

Implement human capital management practices that sustain and improve the quality and competence of the DTMO workforce.

Initiative: *Execute a Plan to Meet DoD In-Sourcing Objectives* (Lead: MSD). DTMO will reduce its reliance on support contractors to meet the goals and objectives of the DoD-wide in-sourcing initiative.

Initiative: *Develop an Internal Communications Plan* (Lead: OOD). DTMO will develop an internal communications plan to maximize employee engagement through clear and effective internal employee communications. The plan will ensure that DTMO employees understand the direction of the organization, know how they can engage and participate in realizing its vision, and offer avenues to provide feedback.

Strategic Objective: Deliver Proactive and Targeted Communications

Develop and deliver strategically-driven communications products with targeted messages, via targeted media channels, to targeted audiences—getting the right message, through the right media, to the right audience at the right time.

Initiative: *Develop Marketing and Communications Products in Support of Allowances (COLA, BAH), Travel Assistance Center, and Car/Truck Rental Program* (Lead: SPP). DTMO will ensure its strategic communications efforts meet the strategic objectives of the organization by working closely with operational managers to develop marketing and communications campaigns for these specific high-interest programs.

Initiative: *Redesign and Launch New Website* (Lead: SPP). DTMO will redesign its external website to enhance the user interface, improve site navigation, and update content and graphics to better reflect the transforming Defense Travel Enterprise.

5. Measuring Performance

DTMO uses a performance-based management approach to measure the efficiency and effectiveness of the enterprise and to act as a driving force for continuous improvement. This approach is consistent with the performance management framework outlined in the DoD Strategic Management Plan. The performance management framework aligns to the DTMO Strategic Plan with cascading performance measures and performance targets. Identifying who is accountable for delivering results for each performance measure and empowering them to make decisions and solve problems related to their results is critical for organizational success.

This systematic approach is an ongoing process of establishing strategic objectives, measuring performance, collecting, analyzing, reviewing and reporting performance data and using that data to drive performance improvement. It is an integrated management approach linking enterprise strategy to core business processes, providing a framework for the organization to conduct business operations and make informed business decisions. This approach allows DTMO to:

- Achieve strategic performance objectives through a disciplined, structured approach
- Provide credible, decision-ready business intelligence to leadership

- Provide an analytic mechanism for linking performance and resource allocations
- Provide a mechanism for accurately reporting performance to senior leadership and stakeholders
- Provide an excellent framework for accountability

DTMO leadership understands that an organization will execute strategy successfully only when it aligns the tactical strategies of its functional business units, support functions, and external partners and stakeholders with its broad enterprise strategy. Strategy and performance goals must be communicated throughout the organization. DTMO's performance management system enables strategic alignment across our organization and facilitates the communication of strategy throughout the Defense Travel Enterprise. DTMO leadership selects appropriate critical performance measures that ensure every level of the organization understands how success is defined and each employee can recognize their impact on overall mission accomplishment.

Information is vital to the effective and efficient management of the Defense Travel Enterprise. Multiple sources of travel data exist across the Department. DTMO's Commercial Travel Information Management (CTIM) tool is integral to the performance management system. CTIM integrates performance data and optimizes performance reporting. It enhances DTMO's analytic capabilities, enabling a more comprehensive understanding of DoD travel processes and the development of business intelligence to reduce overall travel costs.

No picture of what the government is accomplishing with the taxpayers' money can be complete without adequate program cost and performance information. DTMO will present to its stakeholders with the most salient information that reports the health of the enterprise.

6. Summary

The DTMO expects to update this plan on a bi-annual basis. Through the use of regular status checks and quarterly program reviews, leadership will be able to assess progress against the plan. By outlining the strategy for managing the travel enterprise and developing a framework for measuring our success, DTMO is positioned to continuously reshape the travel enterprise through results-oriented innovation well into the future.